2020 Census
Schedule Management Update

January 30, 2019

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2020 Census : Schedule Management Update

Agenda

- Background
- Governance
- Status Reporting
- Overview of weekly Integrated Master Schedule reports
- Executive Level Dashboard reports
  - Integrated Master Schedule (IMS)
  - Executive Alert Report (EAR)
  - Operational Delivery Readiness Report
- Contractor Feedback and Recommendations
- Questions
- Reference

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Background

- Updated the System Releases Plan: 4 Releases to 16 Releases to 42 Sub-releases/Operational Deliveries (OD)

- Incorporated into the Integrated Master Schedule (IMS) the
  - 42 sub-releases and
  - Performance and Scalability Testing

- Baselined the dates for the
  - Initial Baseline Review (IBR)
  - Test Readiness Review (TRR)
  - Production Readiness Review (PRR)
  - Operational Readiness Review (ORR)
  - Operational Conduct

- Streamlined the IMS system development activities

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Governance at the Census Bureau

- Weekly Executive Oversight – Membership
  - Director
  - Deputy Director
  - Senior Advisors
  - Integration Master Schedule Managers

- 2020 Executive Steering Committees (ESC) for Operations and Systems – Membership
  - Census Bureau Associate Directors and Assistant Directors responsible for executing the 2020 Census along with Decennial Division Chiefs

- 2020 Census Integration Group (CIG) – Membership
  - Census Bureau Division Chiefs responsible for executing the 2020 Census

- Operational Delivery Leadership Team – Membership
  - Michael Thieme and Atri Kalluri representing the systems owners
  - Jim Treat and Deb Stempowski representing the business owners

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Governance at the Census Bureau - continued

- Teams of Four – Membership
  - Business Owner – Decennial Census Management Division (DCMD) Operational Lead
  - Subject Matter Expert(s) (SME) – usually from the Field Directorate, if applicable
  - Systems Lead – Technical Integrator (Contractor)
  - Readiness Lead – DCMD

- Support Staff
  - Scheduler – DCMD
  - Scheduler – Technical Integrator
  - Additional staff as needed

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Governance at the Census Bureau - continued

- Teams of Four – Roles and Responsibilities
  - Manage their component of the program – hold weekly meetings, define and documentation requirements, identify issues and formulate/negotiate solutions, document changes to the baseline, and submit change requests
  - Empowered to make decisions
  - Monitor status using the Integrated Master Schedule (time) and other metrics (work)
  - Report status
  - Manage risks
  - Ensure the milestone gates (IBR, TRR, PRR, ORR and conducts) occur along with the outcomes and actions are documented
  - Approvers of IBR, TRR, PRR, ORR and Operational Conducts
  - Elevate issues

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Status Tracking and Reporting – Time vs. Work

- During the design, development and testing phases
  - Integrated Master Schedule
  - Development metrics
  - Testing metrics
  - Test Readiness and Production Readiness Reviews checklists and approval signoffs

- During the operational readiness phase
  - Integrated Master Schedule
  - Operational Readiness Review checklist and approval signoff
  - Risk assessment and acceptance determination
  - Go/No Go Assessment of the systems, procedures, people (i.e., hired and trained), facilities, and materials (e.g., devices, kits, forms, etc.)

- During the conduct phase – Periodic Performance Reports

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Weekly Schedule Reports

- Executive Alert Report (EAR)
  - Reflects the critical milestones to be met in order to meet the primary goals of the Census for delivering the apportionment and redistricting data products
  - Provides insight to the health of the program via plan vs actual status for 108 “critical path” activities (milestones) as determined by the Operational Assistant Division Chiefs
    - 52 Conducts
    - 13 Infrastructure
    - 7 Delivers
    - 36 Other

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Weekly Executive Schedule Dashboard Reports

Executive summary view of the full Integrated Master Schedule and Executive Alert Report (EAR)

- Provides foundational understanding of the size of the program and how far along we are in the process via comparison of all activities within the full schedule to the EAR
  - Provides insight to progress towards the EAR goals via activity status
  - Reflects number of in progress activities projected to finish late and the number of future activities projected to start late
  - Provides context to the plan vs actual status variance via identification and analysis of unique issues attributing to the variances
  - Identifies key issues for senior leadership awareness and/or action

Periodic Performance Management Reports

2020 Census: Integrated Master Schedule – Executive Alert Report (EAR)

Status:

Management Focus

Data current as of:

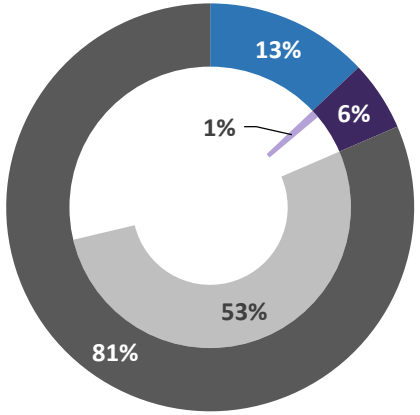
January 22, 2019

Notes:

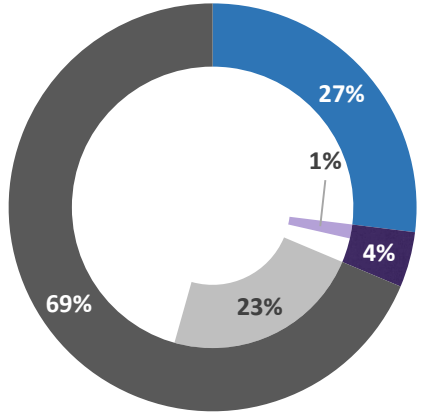
Activities in Progress:

- Office Lease/Agreement for ACOs-Wave 2
- Conduct In-Office AdCan/LUCA Address Validation (6 weeks late, but expected to complete by 1/31)
- Accept Office Space from Lessor for ACO-Wave 1
- Conduct Recruiting for Early Ops Field Staff for ACO
- Open Wave 1 ACOs
- Conduct 2020 Census Overview Training for ACO Managers (Wave 1 ACOs)

Executive Alert Report Activities by Status



All Activities by Status



	Executive Alert Report (EAR)		All Activities
Completed	**14**		**9,656**
In Progress	**6**		**1,003**
Late Finish	1		574
Not Started	**88**		**16,349**
Late Start	57		8,252
Total	**108**		**27,008**

Source: *2020 Integrated Master Schedule*

Periodic Performance Management Reports

2020 Census: Integrated Master Schedule – Executive Alert Report (EAR)

Status:

Management Focus

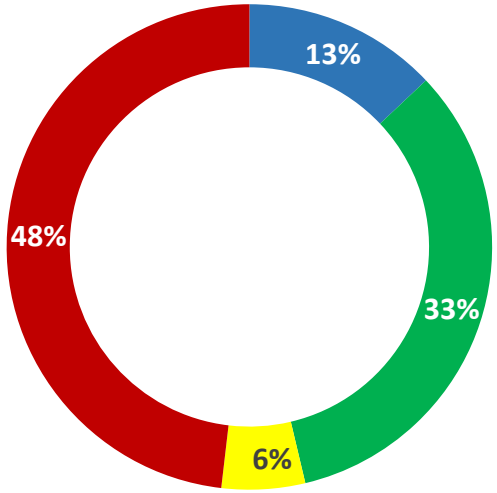
Data current as of:

January 22, 2019

Notes:

- iCADE staff are currently furloughed and beginning to impact operational delivery milestones, eg ISR and GQE; at this time it is unknown as to whether the impact can be mitigated
- CDL/UTS submitted several corrective CRs this week and we anticipate seeing the impact in next week's reports

Executive Alert Report Summary



	Activities	Unique Issues
Completed	14	
On Time	36	
1-9 Days Late	6	1
> 9 Days Late	52	19
Total	108	20

Summary of Unique Issues:

- 1 issue is attributed to iCADE (paper data capture imaging system) experiencing delay due to the furlough
- 5 issues are delays that are being monitored by the Operational Delivery teams and currently are not expected to risk on time completion of the impacted operational milestones
- The remaining issues (70%) are in the process of being fixed via a CR (Change Request).

Source: *2020 Integrated Master Schedule*

Periodic Performance Management Reports – Proposed Design

2020 Census: Operational Delivery Status Report

Status:
Management Focus

Data current as of:

Notes:

OD	RR Stage	IMS Status	OD Team Status	OD Team Notes
D1.1	ORR			
D1.2	ORR			
D2.0	PRR			
D3.0	PRR			
D4.1	TRR			
D4.2	TRR			
D5.1	TRR			
D5.2	TRR			
D6.1	TRR			
D6.2	TRR			
D7.0	TRR			
D8.0	TRR			
D9.0	TRR			
D10.0	TRR			
D11.1	TRR			
D11.2	TRR			
D12.1	TRR			
D12.2	TRR			
D13.0	TRR			
D14.0	TRR			

Data for illustrative purposes only

Legend: Completed | On Time / On Track | 1 – 9 Days Late / Management Focus | > 9 Days Late / Requires Attention

Source: Integrated Master Schedule and OD Teams Assessment

United States Census Bureau | U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU
census.gov

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Summary of the Contractor Feedback and Recommendations

- Faster Processing of Change Requests
- Ability to attend the Change Control Board meetings
- Determining schedule status based on the amount of delay divided by the amount time until the start of the activity
- Monitor status based on the Operational Readiness Review (ORR) activities
- Cumulative tracking of the status over time

Background

Review feedback and recommendations from the DOC contract team

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Contractor Feedback and Recommendations

- Simplify complexity of 26,000+ line schedule and rollup in programmatic context
  - Provide a “1-2 pager” which summarizes the status of the schedule for each Operational Delivery in IMS

- Objective Red / Yellow / Green coding designed to consider both
  - Degree of any forecasted delay
  - How far away is the event (ie runway to address)

- Tied to Operational Readiness Review (ORR) representing readiness to conduct operation
  - Working to incorporate operational conduct post-ORR

- Variance data taken from weekly IMS data

The following dashboards are examples provided by the contractor to accompany the feedback

Schedule Dashboard Status – 01/22/19 (1 of 2)

OD	Operation Name	Current Status	Months To ORR	Variance To Baseline	% Variance	Key Issue(s)
D1.1	Early Ops Recruiting	Complete	Complete	0.0		
D1.2	Selection, Hiring & Training	G	Complete	0.0		
D2	In-Field Address Canvassing	R	5.3	(2.0)	-37%	- FOCS is no longer used for ADCAN PMR Reports, MOJO is now the only Solution for AdCan (FLD) Reports. CR forthcoming to remove FOCS.
D3	Peak Operations Recruiting & Hiring	G	6.3	0.0	0%	
D4.1	Forms Printing & Distribution	R	8.4	(2.0)	-24%	TRR delay - CDL Project Level Testing not started - expected to finish on time
D4.2	Internet Self-Response	R	12.7	(1.9)	-15%	TRR delay due to: - CDL & UTS (CR Forthcoming to change start date of Project Level Testing), - iCADE (Project Level Testing for GQE delayed by 2 weeks)
D5.2	Main Campaign Launch & Report	G	10.6	0.0	0%	
D6.1	Count Review (FSCPE HU & GQ Counts)	G	10.7	0.0	0%	
D6.2	Update Enumerate Remote Alaska (inc. GQ & TL AC)	R	10.9	(2.3)	-21%	Delay reflected in TRR Date due to: - CDL (Project Level Testing has not started, but expected to finish on time)
D7	Group Quarters (GQ), AC, FACO & ETL AC	R	11.5	(2.2)	-19%	Delay reflected in TRR Date due to: - CDL & UTS (CR Forthcoming to change start date of Project Level Testing)
D8	GQE & Enumerate Transitory Locations (ETL)	R	13.2	(2.0)	-15%	Same as D7
D9	Update Enumerate (UE) and Update Leave (UL)	R	12.7	(2.3)	-18%	Same as D7
D10	Non-Response Follow Up (NRFU)	R	13.6	(1.7)	-12%	Delay reflected in TRR Date due to: - CDL's RTM Activity (20CDL-14140) running behind - SMaRCS (Project Level testing) delayed
D11.1	Archiving	R	17.3	(3.5)	-20%	TRR delay due to: - PPC, DAPPS, UTS, CIRA, DRPS EST Solution Level Reqs - CDL Capability Reqs - iCADE Architecture and DDS - SOCS ICDs Conduct Operation start dependent on finalization of questionnaires. Can't start Conduct Archiving until 1st delivery is final - No impact
D11.2	Count Question Resolution (CQR)	G	27.2	0.0	0%	
D12.1	Response Processing: Residual Coding	Y	14.8	(1.1)	-7%	TRR delay due to DRPS not received all necessary Specs for development and Project Level Testing
D12.2	Response Processing: DRF1, DRF2, CUF & CEF	R	18.8	(2.1)	-11%	CR required to rework Production Thread logic
D13	Data Products/Dissemination	Y	21.4	(1.9)	-9%	TRR delay due to: - CaRDS, PEARSIS and DRPS awaiting Specs from RPO - CDL Capability Reqs - MAF/TIGER Software Reqs Specs
D14	Redistricting Data Program (P.L. 94-171 Data Files)	G	24.0	0.0	0%	

Schedule Dashboard Status – 01/22/19 (2 of 2)

OD	Operation Name	Current Status	Months To ORR	Variance To Baseline	% Variance	Key Issue(s)
D15.A.1	PES Initial BCU Sample	G	4.6	0.0	0%	
D15.B.2	Create Independent Listing SCIF	R	10.8	(3.6)	-33%	Revised PCS schedule baseline being developed for new TRR dates. Resource will be secured after DITD Work Order is awarded - under protest.
D15.B.3	Independent Listing Operation	R	10.8	(3.6)	-33%	Revised PCS schedule baseline being developed for new TRR dates. Resource will be secured after DITD Work Order is awarded - under protest.
D15.C.4	Create Small BCU Sub-Sample, Computer Matching, IHU BFU	G	13.8	0.0	0%	
D15.C.5	IHUFU Operation	G	14.5	0.0	0%	
D15.D.6	IHU AFU, Create PI Sample, PI Operation	G	15.2	0.0	0%	
D15.D.7	PI Clerical Geocoding	R	17.5	(1.9)	-11%	Revised PCS schedule baseline being developed for new TRR dates. Resource will be secured after DITD Work Order is awarded - under protest.
D15.D.8	PI Clerical Residence Status Coding	G	18.6	(0.8)	-4%	
D15.D.9	PI Duplicate Search	G	21.6	0.0	0%	
D15.E.10	PFU E-Sample, PFU CUF, PFU Computer Matching	Y	21.9	(1.0)	-5%	
D15.E.11	Person BFU	G	22.6	0.0	0%	
D15.E.12	PFU Operation	G	23.5	0.0	0%	
D15.E.13	PI CUF, PI CEF, Person AFU	G	24.1	(1.0)	-4%	
D15.F.14	FHU BFU	G	26.1	0.0	0%	
D15.F.15	FHUFU Operation, FHU AFU	G	27.0	0.0	0%	
D15.G.16	Autocoding	G	21.2	0.0	0%	
D15.G.17	FHUFU Computer Matching/ Processing, National Person Estimation	G	25.1	0.0	0%	
D15.G.18	HU & Person Domain Estimation	G	31.0	0.0	0%	
D16.1	IA Data Collection	R	11.7	(1.9)	-16%	TRR delay due to TI Activities for System Test Environment & documents TRR date for OD 16.1 will be changed from 3/22 to 8/22 per CR
D16.2	IA Data Capture, IA Auto-coding and Clerical Coding	G	17.6	0.0	0%	
D16.3	IA Census File Creation	R	22.4	(2.7)	-12%	TRR delay due to: - IARP Solution Level Requirements - CDL User Level Stories (CDL link needs to be established to TRR via CR)
D16.4	IA Data Dissemination	G	27.5	0.0	0%	

Schedule Dashboard Trends – 01/22/19

OD	Operation Name	10/30/18 Status	11/5/18 Status	11/13/18 Status	11/20/18 Status	11/27/18 Status	12/4/18 Status	12/11/18 Status	1/8/19 Status	1/15/19 Status	1/22/19 Status	10/30/18 Variance	11/5/18 Variance	11/13/18 Variance	11/20/18 Variance	11/27/18 Variance	12/4/18 Variance	12/11/18 Variance	1/8/19 Variance	1/15/19 Variance	1/22/19 Variance
D1.1	Early Ops Recruiting	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
D1.2	Selection, Hiring & Training	G	G	G	G	G	G	G	G	G	G	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
D2	In-Field Address Canvassing	R	R	G	G	Y	R	R	R	R	R	(2.8)	(0.9)	(0.3)	(0.2)	(0.3)	(0.8)	(0.8)	(0.7)	(1.7)	(2.0)
D3	Peak Operations Recruiting & Hiring	R	G	G	G	Y	G	G	R	Y	G	(1.1)	(0.4)	(0.2)	(0.4)	(0.4)	(0.2)	0.0	(0.8)	(0.4)	0.0
D4.1	Forms Printing & Distribution	G	Y	G	G	G	Y	Y	R	R	R	`	(0.6)	0.0	0.0	(0.1)	(0.6)	(0.6)	(1.5)	(1.8)	(2.0)
D4.2	Internet Self-Response	G	Y	G	G	G	G	G	R	R	R	(0.4)	(0.6)	0.0	0.0	(0.0)	(0.5)	(0.5)	(1.4)	(1.6)	(1.9)
D5.2	Main Campaign Launch & Report	R	G	Y	Y	Y	R	R	R	R	G	(6.1)	1.8	(0.7)	(0.9)	(1.1)	(1.6)	(1.6)	(2.5)	(2.8)	0.0
D6.1	Count Review (FSCPE HU & GQ Counts)	G	G	G	G	G	G	G	G	G	G	(0.4)	0.0	0.0	0.0	0.0	(0.2)	0.0	0.0	0.0	0.0
D6.2	Update Enumerate Remote Alaska (inc. GQ & TL AC)	G	G	G	G	G	Y	Y	R	R	R	(0.6)	0.0	0.0	(0.2)	(0.5)	(0.9)	(0.9)	(1.8)	(2.1)	(2.3)
D7	Group Quarters (GQ), AC, FACO & ETL AC	R	G	G	G	G	Y	Y	R	R	R	(5.7)	0.0	0.0	(0.1)	(0.3)	(0.8)	(0.8)	(1.7)	(1.9)	(2.2)
D8	GQE & Enumerate Transitory Locations (ETL)	R	G	G	G	G	Y	Y	R	R	R	(6.0)	0.0	(0.2)	(0.2)	(0.2)	(0.7)	(0.7)	(1.6)	(1.8)	(2.0)
D9	Update Enumerate (UE) and Update Leave (UL)	R	G	G	G	G	Y	Y	R	R	R	(1.6)	0.0	(0.2)	(0.3)	(0.5)	(0.9)	(0.9)	(1.8)	(2.0)	(2.3)
D10	Non-Response Follow Up (NRFU)	G	G	G	G	G	G	G	Y	R	R	(0.5)	0.0	0.0	0.0	(0.1)	(0.5)	(0.5)	(1.2)	(1.5)	(1.7)
D11.1	Archiving	G	Y	Y	Y	Y	R	R	R	R	R	(0.9)	(1.1)	(1.4)	(1.6)	(1.8)	(2.3)	(2.3)	(3.0)	(3.3)	(3.5)
D11.2	Count Question Resolution (CQR)	R	G	G	G	G	G	G	G	G	G	(6.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
D12.1	Response Processing: Residual Coding	Y	Y	Y	Y	Y	R	R	Y	Y	Y	(1.1)	(1.3)	(1.6)	(1.8)	(1.4)	(1.9)	(1.4)	(1.1)	(1.3)	(1.1)
D12.2	Response Processing: DRF1, DRF2, CUF & CEF	G	Y	Y	Y	Y	Y	Y	R	Y	R	(1.0)	(1.3)	(1.5)	(1.7)	(1.4)	(1.9)	(1.7)	(2.2)	(1.8)	(2.1)
D13	Data Products/Dissemination	R	G	G	G	G	G	G	Y	Y	Y	(6.1)	0.0	0.0	(0.1)	(0.3)	(0.5)	(0.5)	(1.4)	(1.6)	(1.9)
D14	Redistricting Data Program (P.L. 94-171 Data Files)	R	G	G	G	G	G	G	G	G	G	(6.0)	(0.6)	0.0	0.0	0.0	(0.2)	0.0	0.0	0.0	0.0
D15.A.1	PES Initial BCU Sample		R	G	G	G	G	G	G	G	G		(2.1)	(0.1)	(0.3)	(0.1)	(0.2)	0.0	0.0	0.0	0.0
D15.B.2	Create Independent Listing SCIF		R	R	R	R	R	R	R	R	R		(3.1)	(3.3)	(3.5)	(3.7)	(4.2)	(4.2)	(5.0)	(3.3)	(3.6)
D15.B.3	Independent Listing Operation		Y	R	R	R	R	R	R	R	R		(1.1)	(3.3)	(3.5)	(3.7)	(4.2)	(4.2)	(5.0)	(3.3)	(3.6)
D15.C.4	Create Small BCU Sub-Sample, Computer Matching, IHU BFU		G	G	G	G	G	G	G	G	G		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
D15.C.5	IHUFU Operation		G	G	G	G	G	G	G	G	G		0.0	0.0	0.0	0.0	(0.2)	0.0	0.0	0.0	0.0
D15.D.6	IHU AFU, Create PI Sample, PI Operation		G	G	G	G	G	G	G	G	G		0.0	0.0	0.0	0.0	(0.2)	0.0	0.0	0.0	0.0
D15.D.7	PI Clerical Geocoding		G	G	G	G	Y	Y	Y	R	R		(0.1)	(0.4)	(0.6)	(0.8)	(1.2)	(1.2)	(1.5)	(1.7)	(1.9)
D15.D.8	PI Clerical Residence Status Coding		G	G	G	G	G	G	G	G	G		0.1	0.0	0.0	0.0	(0.0)	(0.0)	(0.8)	(0.8)	(0.8)
D15.D.9	PI Duplicate Search		G	G	G	G	G	G	G	G	G		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
D15.E.10	PFU E-Sample, PFU CUF, PFU Computer Matching		G	G	G	G	G	G	G	G	Y		0.0	0.0	0.0	0.0	0.0	0.0	(1.0)	(1.0)	(1.0)
D15.E.11	Person BFU		G	G	G	G	G	G	G	G	G		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
D15.E.12	PFU Operation		G	G	G	G	G	G	G	G	G		0.0	0.0	0.0	0.0	(0.2)	0.0	0.0	0.0	0.0
D15.E.13	PI CUF, PI CEF, Person AFU		G	G	G	G	G	G	G	G	G		0.0	0.0	0.0	0.0	0.0	0.0	(1.0)	(1.0)	(1.0)
D15.F.14	FHU BFU		G	G	G	G	G	G	G	G	G		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
D15.F.15	FHUFU Operation, FHU AFU		G	G	G	G	G	G	G	G	G		0.0	0.0	0.0	0.0	(0.2)	0.0	0.0	0.0	0.0
D15.G.16	Autocoding		G	G	G	G	G	G	G	G	G		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
D15.G.17	FHUFU Computer Matching/ Processing, National Person Estimation		G	G	G	G	G	G	G	G	G		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
D15.G.18	HU & Person Domain Estimation		G	G	G	G	G	G	G	G	G		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
D16.1	IA Data Collection		G	R	R	Y	G	Y	G	R	R		0.0	(1.4)	(1.6)	(1.2)	(0.7)	(0.7)	0.0	(5.1)	(1.9)
D16.2	IA Data Capture, IA Auto-coding and Clerical Coding		Y	Y	Y	Y	G	G	G	G	G		(1.1)	(1.3)	(1.5)	(1.1)	(0.6)	(0.6)	0.0	0.0	0.0
D16.3	IA Census File Creation		Y	Y	Y	Y	Y	Y	R	R	R		(1.2)	(1.4)	(1.6)	(1.3)	(1.6)	(1.6)	(2.2)	(2.5)	(2.7)
D16.4	IA Data Dissemination		G	Y	Y	G	G	G	G	G	G		(1.1)	(1.4)	(1.6)	(1.2)	(0.6)	(0.6)	0.0	0.0	0.0

G	> -5%
Y	<= -5% & > -10%
R	<= -10%

3+ weeks of same or degrading delay

Positive change in delay trend

Remaining Conduct Operations Slack (1 of 2)
01/15/22

		ORR	Conduct	ORR	Conduct	Remaining Slack ORR to Conduct
OD	Operation Name	1/15/19 STATUS	1/15/19 STATUS	1/15/19 VARIANCE	1/15/19 VARIANCE	1/15/19 Ops Float
D1.1	Early Ops Recruiting	Complete	G	0.0	0.0	N/A
D1.2	Selection, Hiring & Training	G		0.0		undetermined
D2	In-Field Address Canvassing	R	R	(1.7)	(1.6)	
D3	Peak Operations Recruiting & Hiring	Y	G	(0.4)	0.0	1.8
D4.1	Forms Printing & Distribution	R	Y	(1.8)	(0.8)	undetermined
D4.2	Internet Self-Response	R	R	(1.6)	(1.6)	
D5.2	Main Campaign Launch & Report	R	R	(2.8)	(2.3)	
D6.1	Count Review (FSCPE HU & GQ Counts)	G	G	0.0	0.0	0.5
D6.2	Update Enumerate Remote Alaska (inc. GQ & TL AC)	R	R	(2.1)	(1.7)	
D7	Group Quarters (GQ), AC, FACO & ETL AC	R	R	(1.9)	(1.5)	
D8	GQE & Enumerate Transitory Locations (ETL)	R	R	(1.8)	(1.4)	
D9	Update Enumerate (UE) and Update Leave (UL)	R	R	(2.0)	(1.4)	
D10	Non-Response Follow Up (NRFU)	R	Y	(1.5)	(1.0)	
D11.1	Archiving	R	R	(3.3)	(1.3)	
D11.2	Count Question Resolution (CQR)	G	G	0.0	0.0	0.6
D12.1	Response Processing: Residual Coding	Y		(1.3)		undetermined
D12.2	Response Processing: DRF1, DRF2, CUF & CEF	Y	G	(1.8)	0.0	
D13	Data Products/Dissemination	Y	G	(1.6)	0.0	
D14	Redistricting Data Program (P.L. 94-171 Data Files)	G	G	0.0	(0.7)	1.2

No Activity in EAR to assess performance

Slack Remaining

No Slack Remaining

Remaining Conduct Operations Slack (2 of 2)
01/15/22

OD	Operation Name	ORR 1/15/19 STATUS	Conduct 1/15/19 STATUS	ORR 1/15/19 VARIANCE	Conduct 1/15/19 VARIANCE	Remaining Slack ORR to Conduct 1/15/19
D15.A.1	PES Initial BCU Sample	G		0.0		undetermined
D15.B.2	Create Independent Listing SCIF	R		(3.3)		undetermined
D15.B.3	Independent Listing Operation	R	R	(3.3)	(2.7)	
D15.C.4	Create Small BCU Sub-Sample, Computer Matching, IHU BFU	G		0.0		undetermined
D15.C.5	IHUFU Operation	G	G	0.0	0.0	0.5
D15.D.6	IHU AFU, Create PI Sample, PI Operation	G	R	0.0	(5.4)	6.0
D15.D.7	PI Clerical Geocoding	R	G	(1.7)	0.0	
D15.D.8	PI Clerical Residence Status Coding	G		(0.8)		undetermined
D15.D.9	PI Duplicate Search	G		0.0		undetermined
D15.E.10	PFU E-Sample, PFU CUF, PFU Computer Matching	G		(1.0)		undetermined
D15.E.11	Person BFU	G		0.0		undetermined
D15.E.12	PFU Operation	G	R	0.0	(4.5)	5.1
D15.E.13	PI CUF, PI CEF, Person AFU	G		(1.0)		undetermined
D15.F.14	FHU BFU	G		0.0		undetermined
D15.F.15	FHUFU Operation, FHU AFU	G	G	0.0	0.0	0.5
D15.G.16	Autocoding	G		0.0		undetermined
D15.G.17	FHUFU Computer Matching/ Processing, National Person Estimation	G		0.0		undetermined
D15.G.18	HU & Person Domain Estimation	G		0.0		undetermined
D16.1	IA Data Collection	R		(5.1)		
D16.2	IA Data Capture, IA Auto-coding and Clerical Coding	G	R	0.0	(1.4)	4.3
D16.3	IA Census File Creation	R	Y	(2.5)	(2.2)	
D16.4	IA Data Dissemination	G	G	0.0	0.6	

United States Census Bureau

No Activity in EAR to assess performance

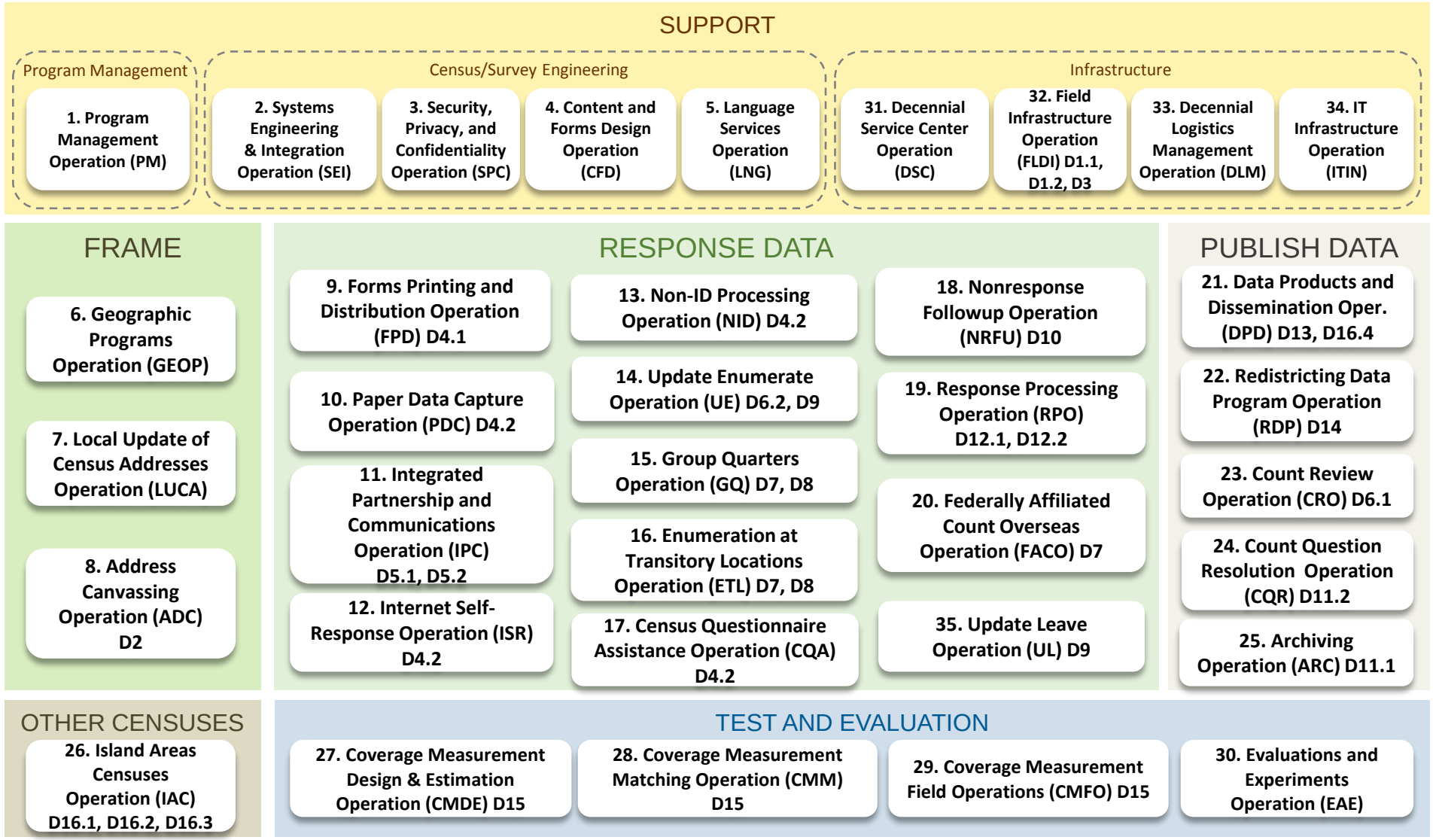
Slack Remaining

No Slack Remaining

Questions

Reference Slides

The 2020 Census Operations



Periodic Performance Management Reports

Appendix: Operational Deliveries (1 of 2)

Operational Delivery	Operational Delivery Description	Sub-Operational Delivery	Sub-Operational Delivery Description
D1	2020 Census Early Ops Preparation	D1.1	Early Ops Recruiting
		D1.2	Selection, Hiring, & Training
D2	Address Canvassing	D2.0	In-Field Address Canvassing
D3	Peak Recruiting & Hiring	D3.0	Peak Operations Recruiting & Hiring
D4	Self-Response	D4.1	Forms Printing & Distribution
		D4.2	Internet Self-Response (ISR), Census Questionnaire Assistance (CQA), Paper Data Capture (PDC), Coverage Improvement (CI)
D5	Integrated Partnership and Communications (IPC)	D5.1	Field Recruitment Launch
		D5.2	Main Campaign Launch & Report
D6	Count Review (CR)/Remote Alaska (RA)	D6.1	Count Review
		D6.2	Remote Alaska (RA)
D7	GQ Advance Contact (GQAC)/ ETL Advance Contact (ETL AC)/ Federally Affiliated Count Overseas (FACO)	D7.0	Group Quarters Advance Contact (GQ AC) / Enumeration at Transitory Locations Advance Contact (ETL AC) / Federally Affiliated Count Overseas (FACO)
D8	GQ Enumeration (GQE)/ Service Based Enumeration (SBE)/ Enumeration at Transitory Locations (ETL)	D8.0	GQ Enumeration (GQE) / Service Based Enumeration (SBE) Enumeration at Transitory Locations (ETL)
D9	Update Enumerate (UE)/ Update Leave (UL)	D9.0	Update Enumerate (UE) / Update Leave (UL)
D10	Non Response Follow-up (NRFU)	D10.0	Early Non Response Follow-up (NRFU), NRFU, NRFU Re-interview (RI)
D11	Archiving & Count Question Resolution (CQR)	D11.1	Archiving
		D11.2	Count Question Resolution (CQR)
D12	Response Processing	D12.1	Residual Coding
		D12.2	Decennial Response File - DRF1 (PCDI), DRF2 (PSA) / Census Unedited File (CUF) / Census Edited File (CEF)
D13	Data Products/ Dissemination	D13.0	Apportionment, MDF, Tabulation, Dissemination/ Data Products
D14	Redistricting	D14.0	Redistricting

Periodic Performance Management Reports

Appendix: Operational Deliveries (2 of 2)

Operational Delivery	Operational Delivery Description	Sub-Operational Delivery	Sub-Operational Delivery Description
D15	Post Enumeration Survey (PES)	D15.1	PES Initial BCU Sample
		D15.2	Create Independent Listing (IL) SCIF
		D15.3	Independent Listing (IL) Operation
		D15.4	Create Small BCU Sub-Sample, Computer Matching, Initial Housing Unit (IHU) Before Follow-up (BFU)
		D15.5	IHUFU Operation
		D15.6	Initial Housing Unit (IHU) After Follow-up (AFU), Create Person Interview (PI) Sample, Person Interview (PI) Operation
		D15.7	Person Interview (PI) Clerical Geocoding (CGC)
		D15.8	Person Interview (PI) Clerical Residence Status Coding (RSC)
		D15.9	Person Interview (PI) Duplicate Search
		D15.10	Person Follow-up (PFU) E-Sample, Person Follow-up (PFU) Census Unedited File (CUF), Person Follow-up (PFU) Computer Matching
		D15.11	Person Before Follow-up (BFU)
		D15.12	Person Follow-up (PFU) Operation
		D15.13	Person Interview (PI) Census Unedited File (CUF), Person Interview (PI) Census Edited File (CEF), Person After Follow-up (AFU)
		D15.14	Final Housing Unit (FHU) Before Follow-up (BFU)
		D15.15	Final Housing Unit Follow-up (FHUFU) Operation, Final Housing Unit (FHU) After Follow-up (AFU)
		D15.16	Autocoding
		D15.17	Final Housing Unit Follow-up (FHUFU) Computer Matching/Processing, National Person Estimation
		D15.18	Housing Unit (HU) & Person Domain Estimation
D16	Island Areas Census	D16.1	Island Area Data Collection, Island Area Listing, Island Area Housing Unit Enumeration
		D16.2	Island Area Data Capture, Island Area Auto-coding and Clerical Coding
		D16.3	Island Area Census File Creation
		D16.4	Island Area Data Dissemination

Acronym List

- ACO – Area Census Office
- AdCan – Address Canvassing Operation
- BCU – Basic Collection Unit
- CCB – Change Control Board
- CDL – Census Data Lake
- CEF – Census Edited File
- CGC – Clerical Geocoding
- CI – Coverage Improvement
- CQA – Census Questionnaire Assistance
- CQR – Count Question Resolution
- CR – Change Request
- CUF – Census Unedited File
- DCMA – Defense Contract Management Agency
- DITD – Decennial Information Technology Division
- DPD – Data Products and Dissemination
- DRF1 (PCDI) – Decennial Response File (Post Capture Data Integration)
- DRF2 (PSA) – Decennial Response File (Primary Selection Algorithm)
- EAR – Executive Alert Report
- ETL AC - Enumeration at Transitory Locations Advance Contact
- ETL – Enumeration at Transitory Locations
- FACO – Federally Affiliated Count Overseas
- FHUFU – Final Housing Unit Followup (PES)
- GAO – General Accountability Office
- GQ AC – Group Quarters Advance Contact
- GQE – Group Quarters Enumeration
- HU – Housing Unit
- IBR – Initial Baseline Review
- iCADE – Integrated Computer Assisted Data Entry
- IHU AFU – Initial Housing Unit After Followup (PES)
- IHU BFU – Initial Housing Unit Before Followup (PES)
- IHUFU – Initial Housing Unit Followup (PES)
- IL – Independent Listing (PES)
- IMS – (2020 Census) Integrated Master Schedule
- ISR – Internet Self Response
- LUCA – Local Update of Census Addresses
- MDF – Microdata Detail File
- NRFU – Non Response Follow-Up
- OD – Operational Delivery
- OMB – Office of Management and Budget
- Op MS – Operational Milestones
- ORR – Operational Readiness Review
- P&S – Performance and Scalability
- PDC – Paper Data Capture
- PES – Post Enumeration Survey
- PFU – Person Followup (PES)
- PI – Person Interview (PES)
- PRR – Production Readiness Review
- RA – Remote Alaska
- RI – Reinterview
- RSC – Residence Status Coding (PES)
- SBE – Service Based Enumeration
- SCIF – Sample Control Input File
- TI – Technical Integrator
- TRR – Test Readiness Review
- UTS – Unified Tracking System